

Investing in Social Change: The Practice of Philanthropy
Sociology 1870A, Fall 2013
Tuesdays & Thursdays 2:30 - 3:50 pm, Sayles Hall 105

[9/2/13]

Ann Dill, Associate Professor of Sociology
Office Hours: Thursdays 1:15-2:15 and by appointment, 401 Maxcy

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Office Hours: Mondays 1:00-4:00, University Hall 213

Course enrollment by application only. Applications can be found via link at swearercenter.brown.edu, and are due by email to the instructors **no later than noon on Saturday, September 7, 2013.** Students will be notified of their acceptance and asked to commit to the course by Monday, September 9.

Introduction

Philanthropy – “giving away money” – sounds attractive and simple. But the very acts of contributing and receiving resources affect dynamics and relationships among all involved, and philanthropic strategies often require trade-offs between competing goals. It’s a field that is hard to do it well, if one is truly interested in addressing complex social issues and facilitating significant and sustainable impact.

The serious philanthropist must think and work strategically – building a deep understanding of the specific social issues of interest and community context and dynamics, identifying the highest potential leverage points and relevant resources, building relationships with a range of stakeholders, negotiating the intersections between donor interests and community need, balancing innovation and experience, understanding legal issues, creating a robust investment strategy with clear goals and aligned actions, considering long-term exit strategies, designing and implementing impact evaluations, assessing potential partner organizations and plans, and monitoring and supporting grantee organizations.

This course will engage students in the conceptual frameworks and research regarding philanthropy, social change, and organizational dynamics; as well as concrete practice in designing and implementing a philanthropic strategy. Students will work in teams to investigate a particular community concern, design an investment strategy, recommend the investment of grant dollars, and set up the means to evaluate the outcomes of that investment.

Course Goals

- Engage in the sociological, social, cultural/moral, organizational, political, strategic, and other dynamics of social change and philanthropy.
- Build students’ understanding of how to engage with a local community, including cultural context and diversity, community-defined needs, relationships, and capacity.
- Deepen students’ understanding of a particular content area and its expression in the community (e.g., education, health care, poverty, etc.).
- Develop skills in designing, implementing, and articulating strategies and initiatives and measuring the impact of those strategies; and practice the basic tools and processes of philanthropy.

- Further students' ability to synthesize theory and practice, and integrate academic knowledge and community experience.

Course Requirements/ Criteria for Success

- Class attendance, participation, and leadership
- Full engagement in and contribution to one of three issue teams
- Full participation in community visits as scheduled
- Integration of content from readings into class discussion and assignments
- Rigorous completion of assignments listed below

Assignments and grading:

Your course grade will be determined through the following items, with relative weighting as shown.

Individual work

- **Class presentation and participation** (10%). At least once during the semester, you will be asked to lead the class with a 10 min. exercise based on analysis of the reading assignment and its relevance to the work of the class.
- **Individual paper on impact of \$15,000 in funding** (15%).
- **Final individual reflective essay** (10%): three page paper critiquing the philanthropic approach you took, showing evidence of learning from the course.

Team work

- **Best practices presentation** (5%)
- **Team paper** (30%): synthesizing the research base on the social issue the team is investigating and its context in Providence – how is the issue being addressed and by whom, and what are the gaps in terms of programs, policies, etc. You might think of this as a briefing paper on the issue, which would frame the strategy your team will take (approx. 10 pages).
- **Team-based grant strategy** (30%):
 - logic model – description of goals to be addressed, research base informing the strategy components, specific types of actions to be funded, intermediate outcomes, and long-term outcomes;
 - “request for proposals,” with structure and content modeled on best practices identified by the team;
 - list of organizations to be invited to apply, or plan to communicate funding opportunity;
 - evaluation plan to measure impact of grants to be made;
 - “board” presentations at mid-semester and end of semester.

Required Texts

- Fleishman, Joel L. *The Foundation: A Great American Secret*. New York: Public Affairs, 2007.
- King, Samantha. *Pink Ribbons, Inc.: Breast Cancer and the Politics of Philanthropy*. Minneapolis: University of Minnesota Press, 2006.
- Pallotta, Dan. *Uncharitable*. Medford, Mass.: Tufts University Press, 2008.
- Crutchfield, Leslie et al. *Do More Than Give*. San Francisco: Jossey-Bass, 2011.
- Pittelman, Karen. *Classified: How to Stop Hiding Your Privilege and Use It for Social Change!* Soft Skull Press.

- INSIGHT Collective. *The Revolution Will Not Be Funded*. South Ed Press.
- Other readings as assigned.

Note: Specific readings and class schedule subject to change.

Overview of philanthropic strategy, local context, and evaluation

Thurs., Sept. 5 First class meeting

Lecture/discussion: Course overview and expectations

Class applications due via email no later than noon, Sat., Sept. 7.

Tues., Sept. 10

Lecture/discussion: Team introductions; Philanthropic strategy development and logic models

Readings:

- *The Foundation*, chapters 1-6 and 10 (CANVAS; grouped as Chs 1-2, 3-4, 5-6, & 10-11)
- *Strategic Giving*, chapter 6, "Logic Models" (CANVAS)
- *Do More Than Give*, chapter 1 (CANVAS, listed as Crutchfield, Leslie: Catalytic Philanthropy)
- Bernholz, Lucy. "Flying Over Philanthropy," *Stanford Social Innovation Review*, January 8, 2008. <http://www.ssireview.org/blog/entry/802/> (LINK/CANVAS)
- Enright, Kathleen P., and Bourns, Courtney. "The Case for Stakeholder Engagement," *Stanford Social Innovation Review*, Spring 2010.
http://www.ssireview.org/articles/entry/the_case_for_stakeholder_engagement/ (LINK)

Assignments:

1. Team contract
2. Team assignment: Data gathering on team focus issues: scope/scale/ distribution of the issue, and relevant data sources – to be presented briefly on September 12
3. Individual Paper on 'What can \$15,000 do?' due September 17
4. Group best practices assignment, for class discussion September 17

Thurs., Sept. 12

Lecture/Discussion: City/community context and focus areas, goals, current strategies

Guests: United Way of RI staff

Student Presenter:

Readings: On Canvas except links as noted

- United Way of RI website - see issue area descriptions in left nav at <http://www.uwri.org/our-work>
- United Way of RI, 2013 UW2-1-1RI & ADRC Program Report (Excel Spreadsheet, posted on Canvas)
- Mayor's Poverty Work and Opportunity Task Force report (CANVAS)

- Providence Plan website, www.provplan.org (LINK)
- RI Kids Count 2012 Factbook (LINK)
- HousingWorksRI, Foreclosures in RI, Q4 Quarterly Report 2012. CANVAS http://www.rikidscount.org/matriarch/documents/2012_Factbook_FINAL.pdf
- Annie E. Casey Foundation. "Residents Engaged in Strengthening Families and Neighborhoods," pp. 2-13. <http://www.aecf.org/upload/publicationfiles/ec3655k747.pdf>
- Brown University Research Team, "Survey of Non-Profit Organizations in Rhode Island: Final Report." August 2010. CANVAS (A Brown seminar on social entrepreneurship surveyed local non-profits regarding their views of a statewide non-profit association. This report provides a useful overview of non-profits in the state. See especially the Introduction, Selection of Database, p. 11 ff., and results and Summary/Recommendations, plus Appendix A for listing of specific npos.)

Assignment:

- Team Research Paper, due Sept. 26 (1st version), October 22 (final version)
- Arrange separate team meeting with focus area expert(s)

Tues., Sept. 17

Individual "\$15K" Paper Due

Lecture/discussion: The Complexities of Missions and Founders; and best practices discussion

Guest: Doug Ulman '99, CEO, Livestrong Foundation

Student Presenter:

Readings: (All on CANVAS except links as noted)

- Kemp, Vivek and McGirt, Ellen. "Livestrong CEO Doug Ulman's Silver Lining Playbook for his Brand," *Fast Company*, June 7, 2013. <http://www.fastcompany.com/3012502/creative-conversations/livestrong-ceo-doug-ulmans-silver-lining-playbook-for-his-brand>
- Salter, Chuck "Livestrong CEO Doug Ulman on Nike Ending the Embattled Foundation's Apparel Line," *Fast Company*, May 29, 2013. <http://www.fastcompany.com/3010351/livestrong-ceo-doug-ulman-on-nike-ending-the-embattled-foundations-apparel-line> (5/2013)
- Donovan, Doug. "Livestrong has built a powerful lobbying presence." *The Chronicle of Philanthropy*, August 11, 2013. <http://philanthropy.com/article/Livestrong-Has-Built-a/140971/>
- Block, Stephen R. and Rosenberg, Steven. "Toward an Understanding of Founder's Syndrome." *Nonprofit Management & Leadership*, Summer 2002, Vol. 12(4): 353-368.
- Confessore, Nicholas and Chozick, Amy. "Unease at Clinton Foundation Over Finances and Ambitions." *The New York Times*, August 13, 2013. LINK: <http://nyti.ms/1elh564>
- *The Foundation*, chapter 11, "Characteristics of High Impact Programs."
- *Do More Than Give*, chapter 4, "Practice 2, Blend Profit with Purpose."
- Porter, Michael E. and Mark R. Kramer, "Philanthropy's New Agenda: Creating Value," *Harvard Business Review*, November-December 1999 (LINK: <https://www.cof.org/files/Documents/Conferences/How%20philanthropy%20can%20make%20private%20markets%20work%20for%20low-income%20neighborhoods.pdf>)

- Resource for the “Best Practices” assignment: Explore website and especially the “map of the craft” at: <http://www.grantcraft.org/>

Assignment: Logic model/RFP. Early draft for presentation September 24; second draft due to instructors September 30

Thurs., Sept. 19

Lecture/discussion: Nonprofit capacity building and impact

Guest: Nzinga Misgana '87, Consultant and Former Program Director, New Roots Providence

Student Presenters:

Readings:

- McKinsey & Company. *Effective Capacity Building in Nonprofit Organizations*. Reston, VA: Venture Philanthropy Partners, 2001 (familiarize yourself with their capacity framework and capacity assessment grid).
http://www.vpppartners.org/learning/reports/capacity/full_rpt.pdf (LINK/CANVAS)
- "Organizational Development," Chapter 3 in R.J. Chaskin, P. Brown, S. Venkatesh and A. Vidal (eds.), *Building Community Capacity*. Aldine de Gruyter, 2001, pp. 61-91 (GOOGLE BOOKS/CANVAS)
- Wing, K.T. "Assessing the Effectiveness of Capacity-building Initiatives," *Nonprofit and Voluntary Sector Quarterly*, vol. 33, no. 1, March 2004 153-160. CANVAS
<http://aetcnec.ucsf.edu/evaluation/CBA.7.issues.Wing.2004.pdf>
- Third Sector New England. "Lessons from our Capacity Building Fund." CANVAS
<http://www.tsne.org/site/pp.aspx?c=ghLUK3PCLoF&b=5213907> -
- Huang, Judy, Phil Buchanan, and Ellie Buteau. *In Search of Impact*. Cambridge: Center for Effective Philanthropy, 2006
http://www.effectivephilanthropy.org/assets/pdfs/CEP_InSearchOfImpact.pdf (LINK/CANVAS)
- *Do More Than Give*, chapter 5, "Practice 5, Form Nonprofit Peer Networks." CANVAS
- Enright, Kathleen. "Impact Over Organizational Interest," *Stanford Social Innovation Review*, February 26, 2013.
http://www.ssireview.org/blog/entry/impact_over_organizational_interest

Tues., Sept. 24

Lecture/Discussion: Measurement and Evaluation; first draft logic models

Guest: John Papay, Assistant Professor of Education, Brown University

Student Presenter:

Readings: All on CANVAS except as noted.

- [Kellogg Foundation Evaluation Handbook](#), page 2-9, page 20-35 on program-level evaluation Introduction to the Foundation's approach to evaluation and brief history on evaluation in the social services sector
- [Kellogg Foundation Logic Model Guide](#), page 9-14 on different types of logic models and how logic models can be used at different points for planning, implementation and evaluation

- David Hunter, *Working Hard and Working Well*, page 34-39 on formative/summative evaluation, page 74-86 on the differences between outputs and outcomes and suggested methods + case studies demonstrating how to track them
<https://canvas.brown.edu/courses/831655/modules/items/5706148> (2013)
- Kramer, Mark R. *Measuring Innovation: Evaluation in the Field of Social Entrepreneurship*. Boston: FSG, 2005, pp. 1-10.
http://www.fsg.org/Portals/0/Uploads/Documents/PDF/Measuring_Innovation.pdf?cpgn=WP%20DL%20-%20Measuring%20Innovation
- [Charting Impact](#) provides examples of what organizations in the field are doing to help nonprofits evaluate impact; Riverzedge's [Charting Impact report](#) as example of how a local grassroots organization approaches evaluation and org. strategy
- [Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance. *Random Assignment in Program Evaluation and Intervention Research: Questions and Answers*. Washington, DC: U.S. Department of Education, 2003.](#)
- Useful resource: Urban Institute Outcome Indicators Project,
<http://www.urban.org/center/cnp/Projects/outcomeindicators.cfm> (LINK/CANVAS)
- Fiennes, Caroline. "Most Charities Shouldn't Evaluate Their Work: Part One," *Stanford Social Innovation Review*, May 29, 2013.
http://www.ssireview.org/blog/entry/most_charities_shouldnt_evaluate_their_work
- Subramanian, Karti. "Humans: There's No App for That," *Stanford Social Innovation Review*, June 12, 2013.
http://www.ssireview.org/blog/entry/humans_theres_no_app_for_that

Thurs., Sept. 26

First Draft of Team Paper Due

Lecture/Discussion: Philanthropic Impact Through Policy: A case study

Guests: Jim Ryczek, Executive Director, RI Coalition for the Homeless, and Jackie Ho '14

Student Presenters:

Readings: CANVAS

- Bridgeland, John, and Peter Orszag, "Can Government Play Moneyball?" *The Atlantic*, July/August 2013. <http://www.theatlantic.com/magazine/archive/2013/07/can-government-play-moneyball/309389/2/>
- *Do More than Give*, Chapter 3, "Practice 1, Advocate for Change."
- Greene, Jay P., Comments from American Enterprise Institute conference, "With the Best of Intentions: Lessons Learned in K-12 Education Philanthropy," April 25, 2005. (CANVAS)
- Jenkins, J. Craig. "Nonprofit Organizations and Political Advocacy." Ch. 13 in Powell, W. W. and R. Steinberg (Eds.), *The Nonprofit Sector: A Research Handbook* (2nd Edition). New Haven: Yale University Press, 2006, pp. 307-332.
- Forti, Matthew. "Measuring Advocacy—Yes We Can!" *Stanford Social Innovation*, July 25, 2012.
http://www.ssireview.org/blog/entry/measuring_advocacy_yes_we_can

Mon., Sept. 30

Logic model/RFP due to Instructors by 1:00 pm.

Tues., Oct. 1

Lecture/Discussion: Team presentations of logic models and RFPs

Revise for Thursday class presentations.

Thurs., Oct. 3

Team Presentation of Logic Models and RFPs to BOARD

Revisions based on board input

Grantmaking Note: RFPs to be issued Mon. Oct. 7; Proposals due back to teams Monday, November 4th.

Philanthropic institutions, trends, perspectives, and approaches

Tues., Oct. 8:

Lecture/discussion: Philanthropic Institutions, History, and Trends

Student Presenter:

Readings: All on Canvas except as noted.

- Singer, Peter. "What Should a Billionaire Give – And What Should You?," *New York Times Magazine*, December 17, 2006, <http://www.nytimes.com/2006/12/17/magazine/17charity.t.html> (LINK/CANVAS)
- Farber, Daniel et al., *Foundations for Social Change: Critical Perspectives on Philanthropy and Popular Movements*. Rowman & Littlefield Publishers. 2011, Chapters TBD.
- *Giving USA 2013 The Annual Report on Philanthropy for the Year 2012. Executive Summary*. The Center on Philanthropy at Indiana University.
- Foundation Center. "Foundation Giving Trends, 2011 Edition" <http://foundationcenter.org/gainknowledge/research/nationaltrends.html> (LINK/CANVAS; the link takes you to a link to download free highlights for 2011; OCRA has the highlights and full report for 2008. Please examine both briefly.)

Thurs., Oct. 10:

Lecture/Discussion: Revolutionizing philanthropy

Guests: Sam Seidel '02, AS220 (and other endeavors)

Student Presenter:

Readings: Texts available at the Bookstore; selections from them + other pieces are on Canvas

- Karen Pittelman. *Classified: How to Stop Hiding Your Privilege and Use It for Social Change!* (text)
- INCITE Collective, ed. *The Revolution Will Not Be Funded*. (text)
- Wimsatt, Billy Upski. *No More Prisons*. Sections 2 and 6 (<http://billywimsatt.wordpress.com>)

- Buffett, Peter. "The Charitable-Industrial Complex." The New York Times, July 26, 2013. Link: http://www.nytimes.com/2013/07/27/opinion/the-charitable-industrial-complex.html?_r=3&adxnnl=1&emc=eta1&adxnnlx=1374948437-FXowdHesAdws0VDvoVW5dw&
- Gary-Smith, Sharon, "We Need More Philanthropists Who Listen." *Nonprofit Quarterly*, August 26, 2013. LINK: <http://www.nonprofitquarterly.org/philanthropy/22771-we-need-more-philanthropists-who-listen.html>

(Recommended: Goldberg, Alison, Karen Pittelman, and Resource Generation. *Creating Change Through Family Philanthropy: The Next Generation*. Section 1. <http://www.amazon.com/Creating-Change-Through-Family-Philanthropy/dp/1933368098>)

Tues., Oct. 15

Lecture/discussion: Community foundations: community voice, strategy, and impact

Guest: Neil Steinberg '75, President & CEO, Rhode Island Foundation

Student Presenter:

Readings: On Canvas except as noted

- RI Foundation website: <http://www.rifoundation.org/> (LINK)
- *The Foundation*, chapters 12 and 13
- Kramer, Mark and Sarah Cooch. "The Power of Strategic Mission Investing," *Stanford Social Innovation Review*, Fall 2007. (For full report including extensive data, see: Cooch, Sarah and Mark Kramer. *Compounding Impact: Mission Investing by US Foundations*. Boston: FSG Social Impact Advisors, 2007. http://www.ssireview.org/articles/entry/the_power_of_strategic_mission_investing/ (LINK/CANVAS))

Thurs., Oct. 17

Lecture/discussion: Celebrities, Corporations, Consumers, and Activism

Guest: Colin Brady '96, Creative Artists Agency; former COO/Director, (Product) RED (invited)

Student Presenter:

Readings: Book available at Bookstore; other links on Canvas.

- Greenblatt, Jonathan. "Building a Better (RED)." Worldchanging.org, October 31, 2006. <http://www.worldchanging.com/archives/005150.html>
- <http://www.joinred.com/red/>
- Richey, Lisa Ann & Stefano Ponte, "Better (Red) than Dead? Celebrities, consumption and International Aid." *Third World Quarterly*, Vol. 29, No. 4, 2008: 711-729.
- King, Samantha. *Pink Ribbons, Inc.: Breast Cancer and the Politics of Philanthropy*. Minneapolis: University of Minnesota Press, 2006 (BOOK)

Tues., Oct. 22

Final version of Team Paper due

Lecture/discussion: RFPs, community responses, and relationships

Thurs., Oct. 24

Lecture/discussion: Perspectives on Philanthropy

Guest: Marty Granoff LHD '06 hon., P'93

Readings:

- *Strategic Giving*, chapters 5 and 8 CANVAS

Tues., Oct. 29 [SUBJECT TO CHANGE]

Lecture/discussion: Making change through Nonprofits: A Flawed Paradigm?

Guest: Dan Pallotta, Founder and Chief Humanity Officer, Advertising for Humanity; founder and President, Charity Defense Council (invited)

Student Presenter:

Readings: Text available at Bookstore; other link on Canvas.

- Pallotta, D. 2008. *Uncharitable How Restraints on Nonprofits Undermine their Potential*. Medford, MA: Tufts University Press (text).
- Robinson, Rebecca. "The Social Sector's a Hot Mess and Guess Who's to Blame?" Dowser.org, April 30, 2010. <http://dowser.org/the-social-sector-is-a-hot-mess-and-guess-who%E2%80%99s-to-blame-hint-same-folks-responsible-for-your-work-ethic-and-sexual-hang-ups/>

Thurs., Oct. 31

Lecture/discussion: Impact Investing, and Philanthropic Strategy at the Gates Foundation

Guest: Michael Allio, Allio Associates and former Deputy Director of Strategy and Management at the Gates Foundation

Student Presenter:

Readings:

- Bell, Amy. "Why Impact Investing is an Emerging Paradigm Shift in Philanthropy," *Forbes*, July 30, 2013. <http://www.forbes.com/sites/skollworldforum/2013/07/30/why-impact-investing-is-an-emerging-paradigm-shift-in-philanthropy/>
- Additional pieces TBD

Grantmaking note: Proposals due to teams Mon., Nov. 4. Questions back to organizations by Tues., Nov. 5 for their response by Fri., Nov. 15; site visits Nov. 5-15.

Tues., Nov. 5

Discussion: Class discussion of proposals

Teams prepare follow up questions and site visits.

Thurs., Nov. 7:

Discussion: Perspectives on Philanthropy + Social entrepreneurship

Guest: Winston Himsworth '62 and Anita Himsworth

Alan Harlam, Director of Innovation and Social Entrepreneurship, and Lizzie Pollock,
Asst. Director of Social Entrepreneurship, Swearer Center/Brown University

Readings:

- Keohane, Georgia Levenson. "Social Entrepreneurship for the 21st Century", *McGraw Hill Publishing*, 2013. See preview at: http://www.amazon.com/Social-Entrepreneurship-21st-Century-Innovation/dp/0071801677#reader_0071801677
- Others TBD

National and Global contexts, Proposal Review Process

Tues., Nov. 12

Lecture/Discussion: Impact, Measurement, and Philanthropy Careers

Guest: Tony Wood, Executive Director, Ittleson Foundation

Student Presenter:

Readings: on Canvas except for links.

- Ittleson Foundation Website: www.ittlesonfoundation.org
- Wales, Jane. "Framing the Issue," *Stanford Social Innovation Review*, Summer 2012.
http://www.ssireview.org/articles/entry/framing_the_issue_2
(highlights a list of major issues in evaluation and links to a special report by the Aspen Institute, "Information for Impact, Liberating Nonprofit System Data, January, 2013).
- Lumley, Tris. "[Raising the Bar on Nonprofit Impact Measurement](http://www.ssireview.org/blog/entry/raising_the_bar_on_nonprofits_impact_measurement)," *Stanford Social Innovation Review*, July 10, 2013.
http://www.ssireview.org/blog/entry/raising_the_bar_on_nonprofits_impact_measurement
(highlights a paradox from UK-based research that evaluation helps nonprofits to improve their programs, and yet most cite funders' requirements (rather than a wish to improve programs) as the main reason why they conduct evaluation).
- Hunter, David. *Working Hard and Working Well* (see 9/24), skim first few pages of Chapter 1 to get a sense of where the author is coming from, Chapter 2 (page 13-24), "Why I Take Performance Management Personally", page 107-113, From Introspection to Culture Change
- Further reading for interested students: [Billions of Drops in Millions of Buckets](#), referenced in Hunter's book, which puts forth the opinion that the nonprofit sector is failing to address problems because money doesn't flow to the highest-performing organizations, and the sector needs to take a leaf out of the stock market.

Assignment: Final Individual Paper, due December 10

Thurs., Nov. 14

Lecture/discussion: Case Study: Educational Reform

Guests: Butch Trusty '02, Education Program Director, Joyce Foundation

Student Presenter:

Readings:

- TBD

Grantmaking Note: Organizational responses due back to teams Friday, Nov. 15; develop recommendations, prep for board (Nov. 26 run through with class)

Tues., Nov. 19

Lecture/discussion: National Trends in Philanthropy

Guest: Stacy Palmer '82, Editor, *Chronicle of Philanthropy*

Student Presenters:

Readings: On Canvas except for links.

- Chronicle of Philanthropy, <http://philanthropy.com>
- *The Foundation*, chapter 9
- Bernholz, Lucy, "Philanthropy and the Social Economy: 2013," <http://www.grantcraft.org/index.cfm?fuseaction=Page.ViewPage&pageId=3744>
- Ten Questions for Philanthropy, SSIR Blog, http://www.ssireview.org/opinion/entry/ten_questions_for_philanthropy/ (LINK)
- Reich, Rob, "A Failure of Philanthropy," *Stanford Social Innovation Review*, 2005 (CANVAS)
- The Panel on the Nonprofit Sector's "Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations" - reference edition. <http://www.nonprofitpanel.org/> (LINK/CANVAS)
- Packel, Amanda & Rhode, Deborah. *Ethics and Nonprofits*. Stanford: Stanford Social Innovation Review, 2009 (CANVAS)

Thurs., Nov. 21

Lecture/Discussion: Global Public/Private Partnerships

Guest: Julia McDowell' 06, Clinton Foundation/Clinton Health Access Initiative

Student Presenter:

Readings: on Canvas

- Rauch, Jonathan. "This Is Not Charity." *The Atlantic Magazine*, October 2007. <http://www.theatlantic.com/magazine/archive/2007/10/-ldquo-this-is-not-charity-rdquo/6197/>
- NGOs and the Millennium Development Goals, chapter 6 –The Politics of Global Partnership
- Perry, Alex, 2011. *Lifeblood* (chapters TBD). PublicAffairs.

Tues., Nov. 26

Grantmaking/discussion: Class presentation of board materials

Assignment: Finalize board presentation and materials

Thurs., Nov. 28: Thanksgiving recess

Tuesday, December 3, by 9 am: Board materials due in hard copy and electronic form, ready for circulation to board

Tues., Dec. 3 [SUBJECT TO CHANGE]

Lecture/discussion: Fundraising

Guests: Patricia A. Watson, Senior Vice President for Advancement, Brown University (invited)
Marguerite Joutz '15 and Jackie Ho '14, Advancement Interns
Katie Sklar (TBD)

Student Presenter:

Readings:

- Sargeant, Adrian and Shang, Jen. Growing Philanthropy in the United States A Report on the June 2011 Washington, D.C. Growing Philanthropy Summit. October 2011. Blackbaud, Hartsook Institutes for fundraising. LINK:
https://www.blackbaud.com/files/resources/downloads/WhitePaper_GrowingPhilanthropyReport.pdf
- Burk, Penelope. "The Cygnus Donor Survey for 2012: Where Philanthropy is Headed," *Cyngus Applied Research, Inc.*, June 2012.
http://www.cygresearch.com/files/free/Exec_Summary-The_Cygnus_Donor_Survey_2012-US.pdf (read the executive summary)

Thurs., Dec. 5

Team Presentations to BOARD: strategies & grant recommendations

Tues., Dec. 10

Individual reflective essay due

Lecture/Discussion: Board debrief, next steps, follow up with all applicants
Assessment

Thurs., Dec. 12: Final Class Meeting

Class evaluation and debrief

Resources on RI and Providence issues:

- General Providence data: www.provplan.org, www.mcprovidence.org (research, maps, and resources link)
- Arts & culture: www.providenceri.com/ArtCultureTourism/
- Children/youth: www.rikidscount.org, <http://www.dcyf.state.ri.us/>
- Community development/resident leadership: www.mcprovidence.org
- Economy/jobs: www.riedc.com/riedc/ri_databank, www.dlt.ri.gov/lmi/data.htm
- Education/Public Schools: www.ride.ri.gov/RIDE/Data.aspx, www.infoworks.ride.uri.edu/2007/default.asp, www.providenceschools.org
- Government/public sector: www.providenceri.com, www.ri.gov
- Housing/homelessness: www.housingworksri.org
- Poverty/policy: www.povertyinstitute.org
- Public Health: <http://www.health.ri.gov/data/index.php>
- General advocacy and policy resources, particularly related to adult education but including other issues: http://swearcenter.brown.edu/Literacy_Resources/advocate.html

Websites relevant to Nonprofits, NGOs and Philanthropy (courtesy of Prof. Stanley Katz, Princeton Univ.):

General sites:

- Idealist.org: www.idealism.org (clearing house for nonprofit ideas and news)
- NonprofitHub.com: www.nonprophub.com (very large list of links, broken down by category; some broken, some frivolous)
- Urban Institute: www.urban.org (general social and economic policy research institute, with section devoted to nonprofits and philanthropy)
- Guidestar: www.guidestar.org (basic data about nonprofits organization- including organization's tax Form 990 images; free registration required)
- Independent Sector: www.independentsector.org (broad-based coalition dedicated to improving America's third sector)
- Harvest Today: <http://www.harvesttoday.org> (nonprofit and philanthropy news and information service)
- Annotated Bibliography and Resource List on "Nonprofit Management, Philanthropy, and Fundraising Publications": <http://www.fundraisingschool.it/foto/doc/TFRSbibliography.pdf>.

On philanthropy:

- Grantcraft: <http://www.grantcraft.org/> (case studies and materials for philanthropy)
- Emerging Practitioners in Philanthropy: <http://www.epip.org/> (organization supporting young leaders in philanthropy)
- Resource Generation: <http://www.resourcegeneration.org/> (organization for young people with wealth to support social change)
- National Committee for Responsive Philanthropy: <http://www.ncrp.org/> (independent "watchdog" for philanthropy)
- EPhilanthropyFoundation.org: www.ephilanthropy.org (organization dedicated to promoting online philanthropy; includes ezine)
- Ashoka: www.ashoka.org (organization supporting social entrepreneurship, with section dedicated to nonprofits and philanthropy)

- Philanthropy News Digest: <http://fdncenter.org/pnd> (Foundation Center's online newspaper)
- American Association of Fundraising Counsel: <http://www.aafrc.org> (Organization dedicated to professionalizing and ensuring ethical behavior amongst philanthropies)
- The Philanthropic Initiative: <http://www.tpi.org> (TPI offers strategic services to philanthropists)
- American Institute of Philanthropy: <http://www.charitywatch.org> (general purpose philanthropy website, including ratings of organizations)
- Nonprofit Management Education Center: <http://www.uwex.edu/li/learner/sites.htm> (large list of links to a variety of third sector related sites)

On foundations:

- Foundation Center: www.fdncenter.org (database on foundations, for both students and practitioners of philanthropy)
- Foundation Center's research philanthropy page: http://fdncenter.org/research/npr_links/npr08_int.html
- Council on Foundations: www.cof.org (membership organization of foundations providing information, expertise and advice to foundations and general public)
- Minnesota Council on Foundations: <http://www.mcf.org> (includes a variety of non-Minnesota links, especially under "Links of Interest")

On NGOs, US and international:

- Duke University Non-governmental Organizations Research Guide: <http://docs.lib.duke.edu/igo/guides/ngo> (includes very comprehensive list of NGOs, including international ones, with weblinks)
- Boardsource: <http://www.boardsource.org> (dedicated to NGO development, especially of boards and their members)
- Global Policy Forum: <http://www.globalpolicy.org/ngos/index.htm> (GPF monitors UN policymaking; this page relates to the UN and NGOs)